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ABSTRACT

This document from Broward Community College (BCC) in Florida provides an overview of the recent trend toward joint ventures in education, with both the public and private sectors, while suggesting possible concerns of both parties involved. The report states that before entering into a joint venture it is important that each party: (1) evaluate each party's values, mission, competencies, and resources for consistency with each other and the project; (2) clearly identify the project's goals, objectives, and strategies, and delineate the organizational structure; (3) fully exploit all opportunities in the environment such as aspirations of key managers, the benefits to key stakeholders, and new funding sources; and (4) assess the level of political and economic risk for each party. The document then details some recent BCC joint ventures, highlighting the advantages gained through the cooperative efforts. A description is provided of the BCC/North Regional Library, the second public/community college library in Florida. Combining resources allows the library to provide expanded professional services; greater holdings aimed at both students and the general public; and longer hours of operation. Another example detailed is the Little Learner's College, a child care center caring for 110-120 children and a laboratory school for students in the child care management program. BBC and the Child Care Connection worked together to receive state funding for a pilot project that subsidizes child care for community college students who show need. (KP)

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# Strategic Considerations to be Used to Evaluate Joint Ventures

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Paper presented at "Leadership 2000," the Annual International Conference of the League for Innovation in the Community College and the Community College Leadership Program (7th, San Francisco, CA, July 23-26, 1995)

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**The next twenty or thirty years will be very different. The need for social innovation may be even greater, but it will very largely have to be social innovation within the existing public-service institution. To build entrepreneurial management into the existing public-service institution may thus be the foremost political task of this generation.**

**Peter Drucker, Innovation and Entrepreneurship**

# Table of Contents

1. Introduction ..... 4

2. The Four Key Considerations ..... 7

3. Summary ..... 10

4. Overview of Project ..... 12

   a) Broward Community College/
   North Regional Library ..... 12

   b) Little Learners' College ..... 18

5. The Partners ..... 20

   a) Broward Community College ..... 20

   b) Broward County Library ..... 23

   c) Child Care Connection ..... 23

## Introduction

Since the early days of our country's history the public and private sectors have jointed together to accomplish tasks that neither sector could accomplish alone. These joint ventures have come about when the public sector did not have the operational flexibility, funds, or appropriate human resources. At the same time, the private sector was lacking capital or a market with an acceptable rate of return. Furthermore, since the 1982 Presidential election, there has been a move to "Privatize" or "out source" within all levels of government. Besides the public/private partnerships, joint ventures between two public agencies are also becoming more frequent. As society begins to recognize the interconnectedness and systemic relationships of various delivery systems, all levels of society are beginning to explore the benefits of collaboration.

Both parties of the joint venture benefit economically where each would or could not achieve benefits if the tasks were attempted separately. In that case, the efforts would be redundant and ineffective.

When the resources are combined, there is a positive stimulus for economic and social benefits.

Public colleges and universities regularly contract out such functions as custodial, maintenance, food service, architectural and legal services or book store operations. It is less common for a college or university to enter into a joint venture with other entities in the public sector outside of the research and development area.

Broward Community College (BCC) has a history of forming joint ventures with both public and private entities. The North Campus has formed a joint venture with a private golf instruction firm on its campus. On a larger scale, the College developed a joint use library with the Broward County Library System on its South Campus in the early 1980's. The College is currently developing a joint use library on its Central Campus with Florida Atlantic University.

The North Campus of Broward Community College is currently involved in two joint ventures. One project is with the Broward County Library System. The college and library system jointly

constructed a 116,000 square foot library on the college campus. The project included a child care center, the second joint venture. Operation of the center has been contracted out to a private non-profit firm. In analyzing these projects we have developed four key items to be analyzed before proceeding with a potential joint venture.

## Four Key Considerations

**Evaluate each party's values, mission, competencies, and resources for consistency with each other and the project.**

The college leadership must be proactive and have a clear vision of where the organization is headed. The vision must be collective and be reflective of the basic values of the faculty and staff. A clear vision will rally the organizations of both parties of the venture to the cause. However, the vision need not have a consensus since a vision reached by consensus may be the lowest common denominator and fall short of the maximum that is achievable. Managers at all levels need to know the vision and use it as the guiding light for their decisions.

**Key Questions**

1) Do the parties' values and mission complement each other?
2) What are the needs and strengths of both parties?
3) Will the venture create a synergistic "win-win" solution?
4) What are the financial and human resources available to both parties?
5) What are the costs and benefits to each party?
6) What are each party's experiences with similar projects?
7) Is the project consistent with both parties' corporate culture?
8) Does one party or the other have excess capacity or capital?

**Clearly identify the project's goals, objectives, strategies, and delineate the organizational structure.**

The most important variable for a successful project is leadership. There must be someone to champion the cause and protect the risk takers within the organizations. The leadership must have continuity. In order to ensure continuity, there must be a clear, concise plan to achieve the vision. Without this plan there can be no fundamental change. Clear goals, objectives and strategies keep the project on tract when there are personnel changes.

**Key Questions**

1) Are the goals, objectives and strategies clear?

2) Are there methods for controlling the agenda?

3) How will problems be addressed and solved?

4) What are the inconsistencies of the project? How will they be addressed?

5) Who are the key managers who must supply the leadership? Which managers will have to be involved on an ad hoc basis?

6) What are some early indicators of success? How can they be used to advance the project?

7) How will the project be evaluated at each step? In the long run?

**Fully exploit all the opportunities in the environment.**

"Necessity is the mother of invention." If one party or the other has a sense of fiscal, economic or political crises there will be an urgency for change. Shakespeare stated, "Sweet are the uses of adversity," imaginative leaders can use a sense of crisis to exploit opportunities in the environment and move the project along at an accelerated rate.

**Key Questions**

1) Is there a sense of crises?

2) How will the project improve services to each party's clientele?

3) What are the personal values and aspirations of the key managers?

4) Who are the key stakeholders? How can they benefit?

5) Who may provide possible road blocks to success?

6) Are there new funding sources that the project can benefit from?

**Assess the level of risk for each party.**

Joint ventures are difficult and in fact may be painful for some members of the organization. This discomfort is due to the uncertainty and risk that is inherent in the project. Therefore, both parties need healthy internal structures and there must be a level of trust. That trust must be built on personal relationships and focus toward the goal. The level of risk can be reduced if there are models of similar projects that can be used as a guide. It helps if what is being created, is in existence some place else and the parties can learn from it.

**Key Questions**

1) Are there economic and non-economic identifiable measures of success?
2) What are the financial risks?
3) What are the political risks?
4) How will the project affect the current services?
5) How will the concerns of potential distracters be addressed?

## Summary

As more demands are made on the resources of state and local governments, there will be fewer dollars available for all public institutions. It can be expected that, in the future there will be further financial pressures on public higher education. Many institutions experienced rapid growth in the 60's and early 70's, as a result, their physical plants were expanded. Now, 30-35 years later many facilities are in need of renovation and repair. This also places pressures on the institutions' budgets. Joint ventures with other public or private entities will allow higher educational institutions to make more efficient use of tax dollars.

Colleges and universities will continue to look to the private sector or other public agencies for mutually beneficial joint ventures. As mentioned above, it is not uncommon for any institution to contract auxiliary service functions. In the future, they may look to contract other services such as student and administrative support functions. Indeed some colleges have experimented with contracting instructional

services. When considering joint venture proposals, it is wise to go slowly, and carefully analyze these "four strategic questions." A public institution should not place public dollars at risk or substantially underwrite a private venture without an appropriate return to the public sector. The key component for a successful joint venture is the element of trust between the key players for each sector.

## Overview of Project

Broward Community College/North Regional Library

The Broward Community College/North Regional Library is one of the most recent additions to the Broward County Library (BCL) System. It is the natural outgrowth of the library system's strong commitment to life-long learning and creating community partnerships. The North Regional Library is only the second joint-use facility of its kind in Florida, and one of only a handful in the nation. The first combined public/community college library in the state was also a BCL/BCC facility.

The joint-use concept in Broward was the brainchild of Dr. Clinton Hamilton, then Executive Vice President for Broward Community College and Chairman of the Friends of Broward County Library, and of Cecil Beach, then Director of Broward County Library. Their creative vision, the right people, a will to make it work, and some very astute planning combined to make these joint facilities widely recognized as two of the most successful in the nation.

In each of the public/community college libraries, there are five departments, staffed with a total of 64 Broward County Library employees. Circulation Services handles the usual public library functions, with all users receiving a Broward County Library card. In addition, the North Regional Library arranges borrowing privileges at other participating college libraries for students, as well as long term faculty loans.

The Youth Services areas provide all the services of any large public library: story times, teen activities, puppet shows and craft programs, and extensive collections of materials for children of all ages. What some may view as a liability--bringing those noisy children into an academic library--has become one of the strongest positives. Children and parents whose first encounter with BCC is a child's story time, find they like BCC, are comfortable on campus, and later become students.

The BCL Audiovisual Departments work closely with BCC's Learning Resources Centers. In fact, one of the few enhancements that

the new North Regional made over the South Regional design was to actually combine the two operations at a single service point. The College's Learning Resources staff and Broward County Library staff work side by side, and are crossed-trained to assist students, faculty, and public library patrons. The collections are maintained separately, to preserve the priority of student and faculty use of curriculum support materials in Learning Resources. Learning Labs are entirely staffed by College personnel.

The Periodicals Departments oversee retrieval and reshelving of serials and microforms, as well as heavy telefacsimile traffic. Each library maintains a broad collection of 600-800 popular as well as academic titles. This department also administers the College Reserve collection, working closely with faculty and students to ensure that their needs are filled.

The Reference Librarians work out of a single service desk in each location. Early in planning, it was actually proposed that there be two reference desks--one for college students and faculty, and another

for everyone else. But both parties rejected that idea, and the proposal for maintaining separate collections of materials, was discarded. College students are indistinguishable from public library patrons. Library patrons come in all ages, and a person who is a student from 9 AM to 10 AM Monday, Wednesday and Friday is a public library patron the rest of the time. So the reference services and collections are integrated.

The College employs faculty librarians who select materials, perform bibliographic instruction, and serve as liaisons for faculty who may prefer to work with an "academic" advocate in the library. One of the advantages BCC receives from the joint agreement is that the college enjoys the services and subject expertise of a staff of 10 public library Reference Librarians at each location in addition to one or two "academic" Reference Librarians. With this expanded professional staff, vastly enhanced services are provided to students and faculty, such as library orientations tailored to the needs of specific classes, rather than only a generic orientation. Public library patrons benefit

from the staff's experience teaching these classes. The BCL staff was recruited and trained to be comfortable in instructing various groups on library use.

Each library is administered by a team. By contract, Broward County Library's Regional Librarians are responsible for the successful operation of each Library. A partnership isn't very successful if all decisions are unilateral. The BCL regional libraries work closely with the BCC libraries to serve the needs of the combined clientele. The missions of the two organizations are similar, therefore, it is not difficult for the staffs to work together. BCC embraces the slogan "Community is our middle name", so the College is pro-active in its efforts to outreach to the community, schools, chambers of commerce, etc.

Each campus has a Library/Learning Resources Committee to allow faculty interested in the library and learning resources to meet regularly with the BCC Director of Library/Learning Resources and the Regional Librarian to discuss concerns and work out procedures.

The hours of operation are more extensive than those of the average public library. The facilities are open 76 hours a week to meet the academic needs of the BCC students. The community-at-large benefits from vastly increased accessibility.

Broward County Library by contract purchases a required dollar amount of materials for BCC annually, with provisions made for inflation and the addition of new classes. Materials are selected by the faculty librarians, the faculty themselves, and by public library staff, all of whom are familiar with students' needs. In general, library staff make final decisions regarding the collection. A separate amount is allocated to Learning Resources for their expenditure. BCL also purchases a broad collection of the usual public library popular materials.

Library materials are cataloged and processed by Broward County Library, and appear in the system's union on-line public access catalog. The integrated automated system is Broward County Library's "WiseGuide", a CARL product that incorporates periodicals

indexes and an encyclopedia with a wide area network of approximately 28 CD ROM products. Currently underway is a project which will interconnect the BCL WiseGuide system with LINCC, the Florida community college automation network to facilitate searching the holdings at each of the colleges joint-use libraries.

Little Learner's College

The Child Care Center, Little Learner's College, is located on the North Campus of Broward Community College. Currently there are over 9,000 students enrolled on the campus of which 150 are enrolled in the child care management program. Since the early 1980's there has been a strong desire from the North Campus students for an on-campus child care center. The objective was to provide quality child care for all North Campus students and to provide a laboratory school for those students in the child care management program and to provide a model state of the art facility for the child care industry.

The current facility, which opened in August 1993, was specially designed and constructed for child care. The project was part of the

larger joint venture with the Broward County Library System. A major component of the library is an early literacy and reading program. The library houses a major children's section which compliments the adjacent child care facility.

The facility enrolls 110-120 youngsters age 15 months and up and is open from 7:30 a.m. to 6:00 p.m. Monday through Friday. The day to day operation of the facility is contracted to Child Care Connection.

The College and Child Care Connection worked together to receive state funding for a pilot project that subsidizes child care for community college students who show need. Broward Community College is one of two sites in the state involved in the project. More than 75 students have enrolled over 100 youngsters in Little Learners College. One of the primary reasons for the program's success has been the flex schedules. The program subsidy is based on the number of credit hours for which a student registers. Students can enroll their youngsters from 7-25 hours per week with fees adjusted accordingly.

## The Partners

Broward Community College

Broward Community College (BCC) is located in Broward County on the Southeast Florida coast. BCC is the principal provider of undergraduate higher education for the 1.2 million residents of Broward County, which includes the cities of Fort Lauderdale, Pompano Beach in the north, and Hollywood in the south. Established in 1960, BCC is the third largest of 28 community colleges in Florida and the oldest institution of higher learning in Broward County. The College is a not-for-profit, tax-exempt institution governed by a District Board of Trustees, appointed by the governor and confirmed by the Florida State Senate. The College is fully accredited by the Southern Association of Colleges and Schools. Specialized training programs also enjoyed accreditation by such professional associations as: the American League of Nursing, the American Medical Association, the American Bar Association, and the American Board for Engineering and Technology.

BCC has grown from one location serving 713 students in 1960 to multiple facilities serving over 60,000 students annually. Today, Broward Community College has three campuses, one outreach center, and a Downtown Fort Lauderdale Center to serve Broward's residents. Operating on a $68 million annual budget, BCC offers 50 university transfer programs, 46 career programs, and 12 one-year certificate programs. Broward Community College is a member of the Southeast Florida Educational Consortium, which links 10 colleges and universities in South Florida to provide improved educational opportunities, smoother transfer from community college to upper level universities, and easy access to institutional services for students and faculty.

The mission of Broward Community College is to provide all segments of the community with academic and technical educational opportunities through both traditional and progressive programs. Of primary importance in delivering these educational programs is the commitment to quality instruction demonstrated by a dedicated faculty

engaged in continued professional growth. Broward Community College has 330 full-time and over 400 adjunct faculty. More than two-thirds of the full-time faculty have either doctoral degrees or 30 more hours of study beyond the master's level. They are graduates of such prestigious universities as Columbia, Rutgers, Duke, Notre Dame and Yale.

Students at BCC come from all walks of life and range in age from 18 to 80. Students from more than 90 countries are found on BCC campuses, and may be recent high school graduates, adults continuing their education, employees upgrading skills, or those taking courses for self-enrichment. The quality of the College's programs is reflected in the accomplishments of its students. BCC's Chapter of the Distributive Education Club of America won top honors at the annual state conference. The student newspaper, The Observer, has been named Best Community College Newspaper in the State by Florida Leader magazine. BCC's Brain Bowl team (similar to College Bowl) won the state championship for five consecutive years, receiving

second place for the past two years, and the men's swim team ranked second in the nation for the second consecutive year. BCC graduates currently attend all nine Florida State universities, as well as universities across the country including Massachusetts Institute of Technology, Purdue, Georgetown University, Adelphi and Harvard.

Broward County Library

Broward County Library is the tenth largest library system in the country, located in metropolitan Fort Lauderdale, Florida. With a combined collection of over 2 million volumes, more than 600 staff members, and 32 branches, Broward County Library has enjoyed a remarkable history since its infancy only 20 years ago. In fact, it is a tribute to the tremendous support from the library system's many constituents that it continues to grow, at a time when many institutions are finding it necessary to downsize.

Child Care Connection

Child Care Connection (CCC) is a comprehensive, multifaceted, nonprofit social service agency serving more than 35,000 Broward

County children and their families a year. Most of CCC's clients are economically disadvantage, at-risk, or otherwise vulnerable to the effects of poverty. The well-being of the child is dependent on the well-being of the family.

CCC was founded in 1971 to provide affordable, quality child care for low income families. At that time, CCC managed four day care centers. In the last two decades the scope of CCC's mission and the range of services it provides has increased dramatically to meet the needs of today's family.

Currently CCC contracts with and renders administrative, supervisory and technical assistance to over 120 centers and family child care providers. To promote quality programs for children, CCC serves as an ongoing trainer for more than 1,500 child care teachers and providers; conducts family education programs; and runs an extensive lending library of books, audiovisual materials, and toys that assist professionals in the field and parents at home.

As the central child care agency in Broward, CCC is the county's sole administrator of subsidized child care funds for the working poor, the homeless, Protective Service, Project Independence (the JOBS Program), and Broward Employment and Training Agency (BETA) families. By the end of 1993, Child Care Connection was providing subsidized child care to more than 4,500 children a day. Almost one third of these children were under protective service jurisdiction. Child care support to families is critical for their economic independence. It allows parents to work or return to school, while providing a safe, nurturing environment for their children.

CCC also provides social services to child care centers, and family child care homes and assists in referrals and follow-ups. Reflecting the mental health needs of the community, the agency operates an innovative, multi-dimensional therapeutic treatment and prevention child care program, which provides intervention for abused, neglected, and cocaine-affected children and their parents.

As an agency greatly concerned with the health and vitality of families, CCC has also replicated a family support program, Parent Services Project (PSP) which reaches more than 1,700 families in almost 20 day care centers in the county. PSP empowers parents, strengthens the family, and builds important networks for social and emotional support. As the leader of a major Florida training initiative replicating PSP in more than 150 agencies statewide, CCC has positively affected more than 10,000 families in the state.

Additionally, CCC is the provider of child care resources and referral information for the entire county. This important service gives parents vital information to help them select quality child care for their children. It is available free of charge to the public and under contract with many corporations responsive to the needs of their employees.